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CURRICULUM VITAE

KENT BOTTLES, M.D.

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EDUCATION:

B.A. University of California, Berkeley, 1973
M.D. Case Western Reserve University, Ohio, 1980

POSTGRADUATE TRAINING:

Internship, San Jose Hospital, San Jose, California, 1981
Residency, Pathology, University of California, San Francisco, 1983
Visiting Cytologist, Karolinska Hospital, Stockholm, Sweden, 1984
Participant University of Iowa Administrative Institute, 1996

PRESENT POSITION (2002-present):

President and CEO
Grand Rapids Medical Education & Research Center for Health Professions
1000 Monroe Avenue NW
Grand Rapids, MI 49503

EDITORIAL POSITIONS:

Contributing Editor, Grand Rapids Magazine, Grand Rapids, Michigan, 2004 to present.

Editor-in-Chief, The Journal of Medical Practice Management, Phoenix, Maryland, 2005.

ACADEMIC APPOINTMENTS:

Michigan State University College of Human Medicine, East Lansing, Michigan

2002-present University-wide Position:
Community Assistant Dean

Departmental Position:
Professor of Pathology

Grand Valley State University, Allendale, Michigan

2002-present University-wide Position:
Vice Provost for Health

Departmental Position:
Professor of Health Professions

Cabrini College, Radnor, Pennsylvania

2001 Departmental Position:
Adjunct Faculty

Allegheny University of the Health Sciences, Philadelphia, Pennsylvania

1997 to 1998 Departmental Positions:
Professor and Chair, Department of Pathology and Laboratory Medicine
Director of the Residency Training Program
Pathologist-in-Chief, Delaware Valley

University of Iowa, Iowa City, Iowa

1989 to 1997 Departmental Positions:
1993 - 1997 Professor of Pathology
1989 - 1993 Associate Professor of Pathology
1994 - 1997 Executive Vice Chair of Pathology
1993 - 1994 Interim Head of Pathology
1992 - 1993 Vice Chair for Academic Affairs of Pathology
1992 - 1995 Director of Anatomic Pathology
1992 - 1993 Director of Division of Cytology
1991 - 1992 Co-Director of Division of Cytology

Clinical Positions:

1995 - 1997 Medical Director of Managed Care
1995 - 1997 Corporate Operations Office for Ambulatory Service
1994 - 1995 Medical Director, UI Select and UI Care Health Plans

University-wide Positions:

1994 - 1995 Special Assistant for Managed Care to Vice Presidents for Health Sciences and Finance and University Services

University of California, San Francisco, California

1983 to 1989 Department of Pathology:

1984 - 1989 Assistant Clinical Professor

1983 - 1984 Clinical Instructor

Department of Medicine:

1986 - 1989 Assistant Clinical Professor

PAST PRIVATE SECTOR POSITIONS:

Managing Member, 2001-2002, Proteomed Capital, LP, New York, NY

President of Genomics Repository, 1999-2001, Genomics Collaborative, Inc., Cambridge, MA

Chief Knowledge Officer, 2001, Genomics Collaborative, Inc., Cambridge, MA

ADVISORY BOARDS:

2004 Grants Advisory Panel for the Blue Cross and Blue Shield of Michigan Foundation

2003 Technology Assessment Advisory Board, Priority Health Plan of Grand Rapids, Michigan.

2003 Scientific Advisory Board, Exagen, Albuquerque, New Mexico

2001-03 Medical and Scientific Advisory Board, Transfusion Management Services, Inc., Jacksonville, Florida.

2000 Medical and Scientific Advisory Board, Choosing Health.com, Cambridge, MA

1995-96 Scientific Advisory Board, LifeSpex, Inc., Kirkland, Washington.

OTHER EMPLOYMENT:

1999 Managing Director, Diversified Search Companies, Philadelphia, PA.

1986 - 1989 Assistant Clinical Professor, Department of Medicine, University of California

1984 - 1989 Pathologist, San Francisco General Hospital, San Francisco

1983 - 1989 Consultant, Department of Pathology, Veterans Administration Medical Center, San Francisco, CA

CERTIFICATION AND LICENSURE:

- American Board of Pathology (Anatomic Pathology), 11/17/84
- American Board of Pathology (Cytopathology), 11/16/89
- American Board of Pathology (Anatomic Pathology Recertification 10 years), 1/1/98

Pennsylvania State License #MD062349L, Issued 7/15/97

Iowa State License #27349, Issued 11/06/89

HONORS AND AWARDS:

- 2002 The Rodney T. West Literary Achievement Award for the most important article on medical management in 2001, American College of Physician Executives.
- 1991 Resident Teacher of the Year Award, University of Iowa, School of Medicine, Department of Pathology
- 1991 UC San Francisco Class of 1991 Certificate of Distinction in Teaching, Major Contribution to Teaching
- 1990 UC San Francisco Class of 1990 Certificate of Distinction in Teaching, Stimulating Lecture Series
- 1989 Henry J. Kaiser Award for Excellence in Teaching, Basic Science, UC San Francisco, \$1,500.00

MEMBERSHIPS AND OFFICES IN PROFESSIONAL SOCIETIES:

Phi Beta Kappa
 American Society for Investigative Pathology
 American Society of Clinical Pathologists
 American Society of Cytology
 Iowa Society of Cytology
 United States and Canadian Academy of Pathology
 California Society of Pathologists
 College of American Pathologists
 Iowa Association of Pathologists

PROFESSIONAL COMMITTEES AND ADMINISTRATIVE SERVICE:**National Committees:**

- 1997 Member, University Health System Consortium Outsourcing Task Force
- 1996 Member, Steering Committee of the University Health System Consortium Ambulatory Clinics Benchmarking Project
- 1995 Member, University Hospital Consortium, Managed Care and Network Development Council
- 1994 Member, University Hospital Consortium, Managed Care and Network Development Council
- 1994-95 Member, University Hospital Consortium, Laboratory Operational Benchmarking Committee
- 1994-95 Member, University Hospital Consortium, Laboratory Strategic Benchmarking Committee
- 1993-94 Member, Surgical Pathology Committee, College of American Pathologists
- 1993-94 Member, Practice Parameters Committee, American Society of Clinical Pathologists

Hospital: Allegheny University Hospitals:

- 1998 Hospital Operations Task Force for Three Adult Tertiary Hospitals
- 1998 Delaware Valley Hospital Budget Committee
- 1997 Ad Hoc Committee to Examine Lab Services for At Risk Capitated Lives

Hospital: University of Iowa:

- 1996 Core Work Group: Utilization Inpatient Resources
- 1996 Clinical Program Facilities Planning Group
- 1996 Chair, Value Management Process Improvement Team on Transcription Services
- 1996 Chair, Value Management Process Improvement Team on Chart Control Services
- 1996 Managing Value Steering Committee
- 1995 Process Improvement Grant Review Board
- 1995 Chair, Family Care Center Planning Committee
- 1995 Committee to Review and Rewrite UIHC Strategic Plan; Chair of Workshop on Managing Value-Managing Cost
- 1993-94 Hospital Advisory Committee
 - Clinical and Support Services Outreach Subcommittee of the University Hospital Advisory Committee
 - Operational Effectiveness Subcommittee of the University Hospital Advisory Committee, Chair (1994)

School: Allegheny University:

- 1998 Co-chair, Medical School Program Review Committee
- 1998 Co-chair, Committee to Plan Clinical Group Practice Plan
- 1998 Member, Transitional Advisory Committee to the Hunter Group
- 1998 Member, Medical School Bankruptcy Program Review Committee
- 1997 Dean's Budget Think Tank

School: University of Iowa:

- 1997 Participated in Medical Student Admission Interviews
- 1997 College of Medicine Lecture Committee
- 1995 Task Force on the Health of the Student, Co-Chair of Subcommittee on Student Health
- 1994-95 Chair, Search Committee for Head of Family Practice
- 1993-94 Executive Committee, Medical Scientist Training Program
- 1993-94 Committee to Develop a New Medical School Curriculum
- 1993-94 UIHC/FPP Ad hoc Committee to Plan a U of I Program Directly Delivering Health Services to Faculty, Staff and Dependents
- 1993-94 Review Committee for Department of Otolaryngology
- 1993-94 Faculty Practice Plan Board
 - Strategic Planning Subcommittee for the Faculty Practice Plan Committee to Organize Lecture Series on "Challenges and Opportunities for Academic Health Sciences Centers in the 1990's"
- 1993 Task Force on Clinical Tracks
- 1992-95 Executive Committee, College of Medicine
 - Faculty Senate
 - Review Committee for Department of Urology

Clinical Enterprise: University of Iowa Health Center:

- 1995 Chair, Short Term Planning Group with Mercy Hospital
- 1995 Member, Long Term Planning Group with Mercy Hospital
 - Chair, Ad Hoc Committee to Plan Family Care Center

Department: Pathology, University of Iowa:

1993-present Chairman, Frederic Stamler Endowed Professorship Committee
 1993-94 Resident Selection Committee
 1991-92 Materials Development Area Committee

School: University of California at San Francisco:

1984-89 Cancer Committee, San Francisco General Hospital
 1986 Advisory Committee to the Clinical Study Center at San Francisco General Hospital
 1983-89 Quality of Care Committee

Department: Pathology, U.C. San Francisco:

1983-89 Resident Selection Committee
 1988 CME Oversight Committee, Chair
 Residency Evaluation Committee
 1988 Medical Student Teaching Committee

EDUCATIONAL ACTIVITIES:**Classroom, Seminar or Teaching Laboratory**

2002-present Ten seminars on ethics to third year medical students (30), MSU.
 2002 Seminar 300: The Common Good: Happiness, Work, & Religion. Cabrini College, Radnor, Pennsylvania.
 1996 Foundation of Clinical Practice III, Human Sexuality, 2nd Year Medical Students, nine students, small group leader
 1996-97 Foundations of Clinical Practice III, Patient Centered Learning, 2nd Year Medical Students, seven students, small group leader
 1995-96 Case Based Learning Seminar Leader, 30 hours, seven students
 1994-95 UCSF Pathology 103 (Medical Students): Lecturer, 150 students, 3 hours, Spring
 1993-95 Human Dimensions in Medicine Seminar Leader, 30 hours, seven students
 1991-96 University of Iowa Systemic Pathology 202 Lecture, two hours, 150 students
 1990 University of Iowa Systemic Pathology 202 Case Analysis: Small Group Leader, 28 hours, 10 students
 1986-89 UCSF Pathology 101 (Medical Students): Small Group Leader, 12 hours, 13 students, Pre-Fall
 1988 UCSF Pathology 103 (Medical Students): Lab Section Leader, 40 students, 30 hours, Spring
 1988 UCSF Pathology 103 (Medical Students): Lecturer, 150 students, 4 hours, Spring
 1988 UCSF Pathology 102 (Medical Students): Lab Section Leader, 40 students, 30 hours, Winter
 1988 UCSF Pathology 102 (Medical Students): Lecturer, 150 students, 2 hours, Winter
 1988 UCSF Pathology 101 (Medical Students): Lab Section Leader, 40 students, 30 hours, Fall
 1988 UCSF Pathology 101 (Medical Students): Lecturer, 150 students, 6 hours, Fall
 1988 UCSF Pathology 101, 102, 103 (Medical Students): Course Supervisor, 150 students, Fall/Winter/Spring
 1983-1986 UCSF Pathology 126 (Dental Students): Lecturer, 100 students, 1 hour, Fall

Clinical Teaching:

1995-present University of Iowa Autopsy sign out
 1990-94 University of Iowa Autopsy, Cytology sign out
 1984-1989 San Francisco General Hospital - Surgical Pathology, 4 wks/yr., 15 hrs/wk
 1984-89 San Francisco General Hospital - Cytology 50 wks/yr, 15 hrs/wk
 1984-89 San Francisco General Hospital - Pathology Autopsy 8 wks/yr, 6 hrs/wk

Teaching Activities:**Conferences, Grand Rounds:**

1990-92 University of Iowa Department of Family Practice Resident Orientation, one week/year-two hours/week
 1990-91 University of Iowa/ENT Tumor Board: 52 hrs/yr
 1990 University of Iowa Department of Pathology Cytology Curriculum: 52 hrs/yr.
 1990 University of Iowa Department of Radiation Therapy: one week/yr, 1 hr/week
 1990 University of Iowa Department of Obstetrics and Gynecology Grand Rounds: 1 week/year-1 hour/week
 1990 University of Iowa Department of Medicine State of the Art Lecture: 1 week/year, 1 hour/week
 1990-92 University of Iowa Radiology Conference, 6 weeks/year-one hour/week
 1990 University of Iowa ENT Resident Teaching Conference: 1 wk/year-one hour/wk
 1990 University of Iowa Surgery Grand Rounds: 1 wk/yr-1 hour/wk
 1990 University of Iowa Hematology Oncology Grand Rounds: 1 wk/yr-1 hour/wk
 1989 University of California at San Francisco Pathology Grand Rounds: 1 wk/yr-1 hour/wk
 1989 San Francisco General Hospital Primary Care Ground Rounds: 1 wk/yr-1 hour/wk
 1988 University of California at San Francisco Pathology Grand Rounds: 1 week/year-1 hour/wk
 1987 University of California at San Francisco OB-Gyn Grand Rounds: 1 week/year, one hour/week

CLINICAL ACTIVITIES:**Inpatient:**

1990-94 University of Iowa Cytology Sign Out
 1990-93 University of Iowa Fine Needle Aspiration Biopsy Service
 1990 University of Iowa Autopsy Sign Out
 1984-89 San Francisco General Hospital Fine Needle Aspiration Service, Director
 1984-89 San Francisco General Hospital Cytology Sign Out (4 months/year)
 1984-89 San Francisco General Hospital Autopsy Sign Out

Outpatient:

1990-94 University of Iowa Fine Needle Aspiration Biopsy Service
 1990-94 University of Iowa Cytology Sign out
 1984-89 San Francisco General Hospital Fine Needle Aspiration Service, Director

CURRENT PROJECTS:

Evaluation of How Technology (Genomics, Internet, etc) Will Change Medicine
 Evaluation of How Leadership Skills are Transformed by Rapid Change
 The Evolving Physician-Patient Relationship
 Physician Career Development

OTHER PROFESSIONAL ACTIVITIES:

1991 Review Panel, Human Pathology
 1991 Editorial Board Member, Diagnostic Cytopathology
 1985 Referee, Diagnostic Cytopathology

MASTERS' AND PhD. THESIS DIRECTED and POSTDOCTORAL FELLOWS SUPERVISED:

1992-93 Richard Wittchow, M.D.
 1992-93 Laron McPhaul, M.D.
 1991-92 William Walker, M.D.
 1990-91 Mary Reznicek, M.D.

BIBLIOGRAPHY:**Peer-Reviewed Papers Published or in press:**

Bottles K, Nyberg DA, Clark M, Hinchcliffe WA: CT diagnosis of Tracheobronchopathia osteochondroplastica. *J Computer Assist Tomography* 7:32-327, 1983.
 Bottles K, Sagebiel RW, McNutt NS, Jensen B, Deveney K: Malignant eccrine poroma: Case report and review of literature. *Cancer* 53:1579-1585, 1984.
 Bottles K, Goldberg J, Lanner-Cusin K, Holm J, Lacey CG, Miller TR: Merkel cell carcinoma of vulva. *Obstet Gynecol* 63:61S-65D, 1984.
 Bottles K, Nyberg DA, Clark M, Hinchcliff WA: CT diagnosis of tracheobronchopathia osteochondroplastica. In Bragg DG (ed), Yearbook of Diagnostic Radiology 1984, Chicago Yearbook Medical Publishers, 1984, pp 170-172.
 Bottles K Beckstead JH: Enzyme histochemical characterization of chordomas. *Am J Surg Pathol* 8:443-447, 1984.
 Bottles K Ferrell L, Miller TR: Tyrosine crystals in fine needle aspirations of pleomorphic adenoma. *Acta Cytol.* 28:490-492, 1984,
 Bottles K, Lacey CG, Miller TR: Atypical melanocytic hyperplasia of the vagina. *Gynecol Oncol* 19:226-230, 1984.
 McPhee S, Bottles K: Autopsy: Moribund art or vital science: *Am J Med* 78:107-113m 1985.
 Bottles K, Lowhagen T: Psammoma bodies in the aspiration cytology diagnosis of acinic cell tumors. *Acta Cytol* 29: 191-192, 1985.
 Miller TR, Bottles K, Abele JS, Beckstead JH: Neuroblastoma diagnosed by fine needle aspiration biopsy. *Acta Cytol* 29:461-468, 1985.
 Taylor RN, Bottles K, Miller TR, Braga C: Malignant fibrous histiocytoma of the vulva. *Obstet Gynecol* 66:145-148, 1985.

- Dooms CD, Moseley ME, Bottles K, Fisher M, Higgins C: Characterization of lymphadenopathy by magnetic relaxation times: Preliminary results. *Radiology* 155:6910697, 1985.
- Bottles, K., Lowhagen, T., Miller TR: Mast cells in the FNA differential diagnosis of adenolymphoma. *Acta Cytol* 29:461-468, 1985.
- Nyberg DA, Federle MP, Jeffrey RB, Bottles K, Wofsy CB: Abdominal CT findings of disseminated *Mycobacterium avium* intracellular infection in AIDS. *Am J Radiol* 145:297-299, 1985.
- Bottles K, Taylor RN: Aspiration cytology diagnosis of breast masses in pregnant patients. *Obstet Gynecol* 66:76s-78s, 1985.
- Bottles K, Cohen MB, Sacks ST: Clinician perceptions of fine needle aspiration cytology. *Diagn Cytopathol* 1:249-254, 1985.
- Adzick NS, Harrison MR, Flake AW, Glick PL, Bottles K: Automatic uterine stapling devices in fetal operations: Experience in a primate. *Surgical Forum XXXVI*: 479-481, 1985.
- Jeffrey RB, Nyberg DA, Bottles K, Abrams DI: Abdominal CT of AIDS-related lymphomas. *Radiology* 159:59-63, 1986.
- Bottles K, Cohen MB, Nyberg DA, Deffrey RB Jr., Brodie H, Abrams DI: Fine needle aspiration cytology of lymphadenopathy in homosexual males. *Diagn Cytopathol* 2:31-35, 1986.
- Nyberg DA, Jeffrey RB Jr., Federle MP, Bottles K, Abrams DI: Abdominal CT of AIDS-related lymphomas. *Radiology* 159:59-63, 1986.
- McPhee S, Bottles K, Lo B, Sika G, Crommie D: To redeem them from death: Family reactions to the autopsy. *Am J Med* 80:665-671, 1986.
- Miller TR, Bottles K, Holly EA, Friend NF, Abele JS: A step-wise logistic regression analysis of papillary carcinoma of the thyroid. *Acta Cytol* 30:285-293, 1986.
- Bottles K, Miller TR, Jeffrey RB, Cohen MB, Stoloff A, Hales M., Ljung B-M, Donegan E: Aspiration cytology characterization of inflammatory masses. *West J Med* 144:695-699, 1986.
- Bottles K, Miller TR, Cohen MB, Ljung B-M: Fine needle aspiration biopsy: Has its time come? *Am J Med* 81:525-531, 1986.
- Cohen MB, Miller TR, Gonzeles JM, Bottles K: Perceptions of fine needle aspiration biopsy at a medical center. *Arch Pathol Med* 110:813-817, 1986.
- Bottles K: Monitoring cervical carcinomas with fine needle aspiration biopsy. *West J Med* 145:371-372, 1986.
- Barakos JA, Jeffrey RB, McAnich JW, Bottles K: CT diagnosis of peritoneal metastasis following retroperitoneal lymphadenectomy for testicular cancer. *J Urol* 136:680-681, 1986.
- Tierney LM, Gooding G, Bottles K, Montgomery CK, Fitzgerald FT: Phlegmonous gastritis and *Hemophilus influenzae* peritonitis in a patient with alcoholic liver disease. *Dige Dis and Sci* 32:97-101, 1987.
- Hales M, Bottles K, Miller TR, Donegan E, Ljung B-M: Diagnosis of Kaposi's sarcoma by fine needle aspiration biopsy. *Am J Clin Pathol* 88:20-25, 1987.
- Cohen MB, Rogers RPC, Hales MS, Gonzales JM, Ljung B-ME, Beckstead JH, Bottles K, Miller TR: Influence of training and experience in fine needle aspiration biopsy of breast: Receiver operating characteristics curve analysis. *Arch Pathol Lab Med* 111:518-520, 1987.
- Bottles K, Winkler BA, Lacey CG, Stern J, Braga CA, Miller TR: Fine needle aspiration biopsy in the management of cervical cancer patients following primary therapy. *Gynecol Oncol* 28:68-73, 1987.
- Bottles K, McPhaul L, Volberding PA: Fine needle aspiration biopsy of patients with acquired immunodeficiency syndrome (AIDS): Experience in an outpatient clinic. *Ann Intern Med* 108:42-45, 1988.

- Orvis BR, Bottles K, Logan BA: Testicular histology in fetuses with the fetal prune belly syndrome and posterior urethral valves. *J Urol* 139:355-337, 1988.
- Bottles K, Cohen MB, Holly E, Chui S-H, Abele JS, Cello J, Lim RC Jr., Miller TR: A step-wise logistic regression analysis of hepatocellular carcinoma: An aspiration cytology study. *Cancer* 62:558-563, 1988.
- Bottles K, Cohen MB, Holly E, Chui S-H, TR: Cytologic criteria for fibroadenoma: A step-wise logistic regression analysis. *Am J Clin Pathol* 89:707-713, 1988.
- Kaplan LD, Hopewell PC, Jaffe H, Goodman PC, Bottles K, Volberding PA: Kaposi's sarcoma involving the lung in patients with the Acquired Immunodeficiency Syndrome. *J Acquired Immune Deficiency Dis* 1:23-30, 1988.
- Bottles K, The Use of FNAB in the Diagnosis of Lymphadenopathy in Persons at Risk for AIDS. *West J. Med* 149:595, 1988.
- Larson DA, Bottles K, Federle M, Fippin L, Luce J: Skeletal Muscle Metastases from Pancreatic Cancer. *Onkologie II*:282-285, 1988.
- Bottles K: AIDS Pathology Update: Report of the Conference, AIDS Pathology Update, San Francisco, California, Oct 7-8, 1988. *Mod Pathol* 2:260-64, 1989.
- Townsend RR, Laing FC, Jeffrey RB Jr., Bottles K: Abdominal Lymphoma in AIDS: Evaluation with US. *Radiology* 171:719-24, 1989.
- Kaplan LD, Kahn J, Jacobson M, Bottles K, Cello J: Primary bile duct in the Acquired Immunodeficiency Syndrome (AIDS). *Ann Intern Med* 110:161-162, 1989.
- Cohen MB, Bottles, K, Albino A, Miller TR: The Use of the Fine Needle Aspiration Biopsy in Children. *West J. Med* 150:665-667, 1989.
- Cohen MB, Fisher PE, Holly EA, Ljung Bn, Lowhagen T, Bottles K: Fine Needle Aspiration Biopsy Diagnosis of Mucoepidermoid Carcinoma: Statistical Analysis. *Acta Cytol* 34:43-49, 1990.
- Cohen MB, Haber MM, Holly Ea, Ahn DK, Bottles K, Stoloff A: Cytologic Criteria to Distinguish Hepatocellular Carcinoma from Non-neoplastic Liver. *Am J Clin Pathol* 95:125-130, 1991.
- Bottles K, Cohen MB: An Approach to FNAB Diagnosis of Hepatic Masses. *Diagn Cytopathol* 7:204-210, 1991.
- Pearl ML, Cromblehome WR, Green JR, Bottles K: Fibroepithelial Polyps of the Vagina in Pregnancy. *Am J Perinatology* 8:236-238, 1991.
- Bottles K, Reznicek MJ, Holly EA, Ahn DK, Layfield LJ, Cohen MB: Cytologic Criteria Used to Diagnose Adenocarcinoma in Pleural Effusions. *Mod Path* 4:677-681, 1991.
- Layfield LJ, Reichman A, Bottles K, Giuliana A: Clinical Determinants for the Management of Thyroid Nodules by Fine Needle Aspiration Cytology. *Arch Otolaryngol Head Neck Surg* 118:717-721, 1992.
- Layfield LJ, Reichman A, Bottles K, Giuliano A: Clinical Determinants for the Management of Thyroid Nodules by Fine Needle Aspiration Cytology. *Arch Otolaryngol Head Neck Surg* 118:717-721, 1992.
- Neimann TH and Bottles K: Cytologic Diagnosis of Metastatic Epithelioid Sarcoma. *Am J Clin Pathol* 100:171-173, 1993.
- Bottles K: Pap smear classification: A tricky business. *Cytopath Ann*, 1993.
- Layfield LJ, Chrischilles EA, Cohen MB, Bottles K: The palpable breast nodule: A cost-benefit analysis of alternate diagnostic approaches. *Cancer*. 72:1642-1651, 1993.
- Walker WP, Wittchow RJ, Bottles K, Layfield LJ, Hirshowitz S, Cohen MB: Paranuclear blue inclusions in small cell undifferentiated carcinoma. *Diagn. Cytopathol.* 10:212-215, 1994.
- Raab SS, Cheville JC, Bottles K, Cohen MB: Utility of gomori methanamine silver stains in bronchoalveolar lavage specimens. *Mod. Path* 7:599-604, 1994.

- Raab SS, Thomas PA, Lenel JC, Bottles K, Fitzsimmons KM, Zaleski S, Wittchow RJ, McPhaul L W, Slagel DD, Cohen MB: Pathology and reliability: Likelihood ratios and receiver operating characteristic curves in the interpretation of bronchial brush specimens. *Am. J. of Clin. Path.* 103:588-593, 1995.
- Cohen MB, Wittchow RJ, Johlin FC, Bottles K, and Raab SS. Brush Cytology of the Extrahepatic Biliary Tract: Comparison of Cytologic Features of Adenocarcinoma and Benign Biliary Strictures. *Modern Pathology* 8:498-502, 1995.
- Raab SS, Cohen MB, Bottles K: Technology assessment in fine needle aspiration biopsy. *Arch. Pathol. Lab. Med.* 118:1173-01180, 1994.
- Layfield LJ, Zaleski S, Bottles K, Cohen MB: Laboratory compliance with federal government and professional society recommendations. *Diagn. Cytopathol.* 11:85-92, 1994.
- Neimann TH, Bottles K, Cohen MB. Extraskeletal myxoid chondrosarcoma: Fine needle aspiration biopsy findings. *Diagn. Cytopathol.* 11:363-366, 1994.
- Veronezi-Gurwell A, Wittchow RJ, Bottles K, Cohen MB. Cytologic features of villous adenoma of the ampullary region. *Diagn Cytopathol* 14:145-149, 1996.
- Darney PD, Taylor RN, Klaisle C, Bottles K, Zaloudek C. Serum Concentrations of Estradiol, Progesterone, and Levonorgestrel are not determinants of endometrial Histology or Abnormal Bleeding in Long-Term Norplant Implant Users. *Contraception* (In press).
- Bottles, K. Pitfalls in Cytology of the Breast. *Errors and Pitfalls in Diagnostic Cytology, United States and Canadian Academy of Pathology Monographs in Pathology, Baltimore: Williams and Wilkins, 134-146, 1997.*
- Bottles, K., Critical Choices Face Healthcare in How to Use Information Technology. *Medscape General Medicine, May 20, 1999.*
- Bottles, K., The Effect of the Information Revolution on American Medical Schools. *Medscape General Medicine, July 26, 1999.*

Popular Articles Published

- Bottles, K., Burgener, A. COTH Line: Bankruptcy at the Allegheny Health System: An 'Aberration' or a Glimpse of the Future? *COTH Report, AAMC, Volume 32, Number 4 Fall, 1998.*
- Bottles, K., Unhappy Physicians Want to Reinvent Themselves. *Main Line Times, May 27, 1999.*
- Bottles, K., That Eastern State of Mind. *New York Times OP-ED, June 26, 1999.*
- Bottles, K., Reinventing my medical career. *The Physician Executive, September-October, 1999, Volume 25, Issue #5, 40 - 43.*
- Bottles, K. Why Are Doctors Angry? *Trustee, Volume 52, Number 10, October 1999, 24-25.*
- Bottles, K. The Information Revolution: Opportunities and Pitfalls for Patients and Providers. *The Physician Executive, January-February, 2000, Volume 26, Issue #1, 20-27.*
- Bottles, K. Leading in a Chaotic Health Care Environment. *The Physician Executive, July-August, 2000, Volume 26, Issue #4. 56-61.*
- Bottles, K. A Revolution in Genetics. *The Physician Executive, March-April, 2001, 58-64.*
- Bottles, K. The Good Leader. *The Physician Executive, March-April, 2001, 74-76.*
- Bottles, K. Chance Encounters. *The Physician Executive, May-June, 2001, 61-63.*
- Bottles, K. The Value of Intellectual Property. *The Physician Executive, January-February, 2001, 61-63.*
- Bottles, K. Job Strategies That Really Work, *Medical Economics, January 8, 2001, 62-67.*
- Bottles, K. Perspectives in Pathology: The Lab's Role in the Genomics Revolution. *Advance for Administrators of the Laboratory, Volume 10, No. 7, July 2001, 14.*

- Bottles, K. Timing and the Transitory Nature of Biotech Startups. *The Physician Executive*, July-August, 2001, 55-57.
- Bottles, K. The Doctor/Patient Relationship for the 21st Century: Clash of 'cultural creatives' and 'traditionals' helps focus the future of patient care. *The Physician Executive*, September-October, 2001, 10-14.
- Bottles, K. Tales of Two Medical Startup Companies. *The Physician Executive*, September-October, 2001, 80-82.
- Bottles, K. Change Ability and I2: Two Keys to Success in Both New and Old Economies. *The Physician Executive*, November-December, 2001, 63-65.
- Bottles, K. Biotech Talk: Understanding Biotechnology, Advance for Administrators of the Laboratory, Volume 11, No. 1, January, 2002, 18.
- Bottles, K. We Are All in This Together: Terrorism and the Physician Executive. *The Physician Executive*, January-February, 2002, 59-62.
- Bottles, K. Focus, Exchange, and Trust Mark Successful Entrepreneurs. *The Physician Executive*, March-April, 2002, 71-73.
- Bottles, K. Genomics to help MDs predict and prevent cancer. *Oncologistics*, First Quarter 2002, 23.
- Suarez, K, Byrne, J, Bottles, K. Physician Incentive Plan Boosts Physician/Patient Satisfaction. *The Physician Executive*, March-April, 2003.
- Bottles, K. Wandering in the Desert: Lessons from a life in health care. *The Physician Executive*, May-June, 2003, 14-17.
- Bottles, K. Health Care, The Future, and West Michigan. *Grand Rapids Magazine*, October, 2003, 40, 47.
- Bottles, K. Doctors Affirm Mom's Crucial Role, *Grand Rapids Magazine*, February, 2004, 18.
- Bottles, K. Coping with Stress, *Grand Rapids Magazine*, March, 2004, 16.
- Bottles, K. An Epidemic of Old Testament Proportions. *Grand Rapids Magazine*, April, 2004, 26.
- Bottles, K. Beware the Perils of Summer, *Grand Rapids Magazine*, May, 2004, 16.
- Bottles, K. The Art of Medicine, *Grand Rapids Magazine*, June, 2004, 15.
- Bottles, K. Science: Making Wise Choices for the Future, *Grand Rapids Magazine*, July, 2004, 16.
- Bottles, K. Teaching is a Learning Process, *Grand Rapids Magazine*, August, 2004, 16.
- Bottles, K. Inequities Threaten Our Children's Future, *Grand Rapids Magazine*, September, 2004, 18.
- Bottles, K. A Call to Action: Get Healthy. *Grand Rapids Magazine*, October, 2004, 18.
- Bottles, K. Asthma: It Takes a Village. *Grand Rapids Magazine*, November, 2004, 18.
- Bottles, K. Neuroscience: Disproving Descartes. *Grand Rapids Magazine*, December, 2004, 16.
- Bottles, K. Happiness is a State of Mind. *Grand Rapids Magazine*, January, 2005, 14.
- Bottles, K. Chocolate: Food of Mortals. *Grand Rapids Magazine*, February, 2005, 14.
- Bottles, K. Being Sick, Being Dependent. *Grand Rapids Magazine*, March, 2005, 14.
- Bottles, K. Running: An Evolutionary Idea. *Grand Rapids Magazine*, April, 2005, 16.
- Bottles, K. Grace, Dignity, and Death. *Grand Rapids Magazine*, May, 2005, 14.
- Bottles, K. Happy Marriage, Healthier Life. *Grand Rapids Magazine*, June, 2005, 16.

Chapters in Books

- Bottles K, Chandrasoma P: Cytology of the Gastrointestinal Tract. In: *Practical Cytopathology*, Astarita RW, ed., Churchill Livingstone, New York, pp. 251-261, 1989.
- Bottles K, Egerter DA: Prostatic Fine Needle Aspiration Biopsy: Current Uses and Future Applications. In: *Treatment Perspectives in Urologic Oncology*, Williams RD, ed., Pergamon Press, New York, pp. 71- 90, 1990.

Niemann TH, Miller TR, Bottles K, and Cohen MB: Fine Needle Aspiration Biopsy of the Liver. In: *Cytopathology 1996, Vol. 1*, Schmidt, Katz, Miller, Silverman, Somrak, eds. ASCP, Chicago, pp. 159 - 173, 1996.

Bottles K, Leaders, Followers, Uncertainty and Change: How Does the CEO Cope With Chaos? In: *The Wisdom of Top Health Care CEOs*, Ransom S, ed., ACPE, Tampa, pp. 85-100, 2003.

Abstracts:

Bottles K, Beckstead JH: Enzyme Histochemical Characterization of Chordomas. *Lab Invest* 50:6A, 1984.

McPhee S, Bottles K, Lo B, Sika G, Crommie D: Reactions of Family Members to the Autopsy. *Clin Res* 33:260A, 1985.

Orvis BR, Kogan BA, Bottles K: Histology of the Fetal Testis in Prune Belly Syndrome. *J. Urol* 135:1986.

Nyberg D, Abrams D, Jeffrey R, Federle M, Bottles K, Kaplan L, Volberding P: Abdominal CT of AIDS Related Lymphomas (ARL): *Proc Annu Meet Am Soc Clin Oncol* 5:6, 1986.

Bottles K, Cohen MB, Holly E, Chui S-H, Abele JS, Cello J, Lim RC Jr., Miller TR: A Step-Wise Logistic Regression Analysis of Hepatocellular Carcinoma: An Aspiration Cytology Study. *Lab Invest* 58:12A, 1988.

Bottles K, Chan JS, Holly EA, Chui S-H, Miller TR: Cytologic Criterial for Fibroadenoma: A Step-Wise Logistic Regression Analysis. *Lab Invest* 58:12A, 1988.

Cohen MB, Haber MM, Holly EA, Ann D, Bottles K, Stoloff AL: Cytologic Criteria to Distinguish Hepatocellular Carcinoma from Non Neoplastic Liver. *Am J Clin Pathol* 93:444, 1990.

Kassabian VS, Bottles K, Weaver RP, Williams RD, Paulson DF, Scardino PT: Seeding of Tumor During Radical Prostatectomy. *Urology* 145:424A, 1991.

Bottles K, Reiter R, Zakeski S, Reznicek M, Cohen Mb, Steiner A, Smollen M, Bedrossian C, Johnson S: Pros and cons of the Bethesda System: The University of Iowa Experience. *Modern Path* 4:22A, 1991.

Raab SS, Thomas PA, Bottles K. Fine Needle Aspiration Biopsy of Salivary Gland Mycoses. *Acta Cytol* 37:812, 1993.

McPhaul LW, Cohen MB, Bottles K, Raab SS. Fine needle aspiration biopsy of parapharyngeal masses. *Acta Cytol* 37:815, 1993.

Raab Ss and Bottles K. Technology Assessment of fine needle aspiration biopsy. *Acta Cytol* 37:821, 1993.

Isacson C, Lorincz A, Zaleski S, Steiner A, Bottles K. Human Papillomavirus DNA Detection and Glandular Atypia in Cervical Smears. *Modern Pathology* 7:38A, 1994.

Invited Papers, Lectures, Presentations:

1983 USCF - Stanford Hematology-Oncology Grand Rounds, San Francisco, CA
Pacific Medical Center Medicine Grand Rounds (Aug, Dec), San Francisco, CA

1984 Oakland Naval Hospital Pathology Grand Rounds, Oakland, CA
Pacific Medical Center Medicine Ground Rounds, Oakland, CA

- 1985 Oakland Naval Hospital Pathology Grand Rounds, Oakland, CA
Pacific Medical Center Grand Rounds (May, Oct), San Francisco, CA
Current Issues in Anatomic Pathology, San Francisco, CA
Bay Area Cytology Seminars, San Francisco, CA
San Francisco Department of Public Health, San Francisco, CA
- 1986 National Academy of Sciences, Institute of Medicine Committee on a National Strategy for AIDS, San Francisco, CA
Alta Bates Hospital Surgical Grand Rounds, Berkeley, CA
Stanford Surgical Pathology Grand Rounds (Feb, Apr), Stanford, CA
Oakland Naval Hospital Pathology Grand Rounds, Oakland, CA
Bay Area Cytology Seminar, San Francisco, CA
Current Issues in Anatomic Pathology, San Francisco, CA
Seton Medical Center Surgery Grand Rounds, Daly City, CA
Peninsula Hospital Medical Conference, San Mateo, CA
Pacific Medical Center Medicine Grand Rounds, San Francisco, CA
Sixth Annual UCSF Symposium on Fine Needle Aspiration, San Francisco, CA
Children's Hospital Obstetrics-Gynecology Grand Rounds, San Francisco, CA
Good Samaritan Hospital Surgery Grand Rounds, San Jose, CA
Pathology Review Course, Osler Institute, Newport Beach, CA
- 1987 Breast and Obstetrics-Gynecology Cytology Weekend Seminar, Osler Institute, San Jose, CA
Obstetrics-Gynecology Review Course, San Jose, CA
USCF Tutorial In Gynecologic Surgery and Anatomy, San Francisco, CA
French Hospital Clinical Pathology Conference, San Francisco, CA
Bay Area Cytology Seminar, San Francisco, CA
California Association of Cytotechnologists, Palo Alto, CA
Current Issues in Anatomic Pathology, San Francisco, CA
Seventh Annual UCSF Symposium on Fine Needle Aspiration, Maui, HI
UCSF Tutorial on Fine Needle Aspiration Biopsy, Director, San Francisco, CA
UCSF Current Concepts of Common Carcinomas, San Francisco, CA
UCSF Bay Area Seminars in Surgical Pathology, San Francisco, CA
UC Davis Tutorial on FNAB, Davis, CA
- 1988 Stanford University, Department of Surgical Pathology Grand Rounds, Stanford, CA
Oakland Naval Hospital Grand Rounds, Oakland, CA
Pacific Medical Center Medicine Grand Rounds, San Francisco, CA
Osler Institute, Obstetrics and Gynecology Review Course, Oakland, CA
Bay Area Hospital Consortium on AIDS, San Francisco, CA
American Society of Cytology, Kansas City, MO
California Society of Pathology, San Diego, CA
UCSF Update on Anatomic Pathology of AIDS, Director, San Francisco, CA
UCSF Symposium on Fine Needle Aspiration, Maui, HI
California Association of Cytotechnologists, San Francisco, CA
UCSF Tutorials on Fine Needle Aspiration, Director, San Francisco, CA

- 1989 Osler Institute Cytology Review Course, Atlanta, GA
Osler Institute Pathology Review Course, Long Beach, CA
California Society of Pathologists, San Francisco, CA
Iowa Association of Pathologists, San Francisco, CA
University of Iowa Special Research Lecture, Iowa City, IA
UCSF Symposium on Fine Needle Aspiration, Lihue, HI
UCSF Tutorials on Fine Needle Aspiration, Director, San Francisco, CA
Oakland Naval Hospital Pathology Grand Rounds, Oakland, CA
- 1990 Iowa Dermatological Society Spring Meeting, Iowa City, IA
23rd Annual Head and Neck Cancer and Reconstructive Surgery Course, Iowa City, IA
10th Annual UCSF Fine Needle Biopsy Course, Bermuda
Iowa Society of Cytology, Cedar Rapids, IA
Mercy Hospital Family Practice Grand Rounds, Iowa City, IA
University of Iowa Progress in Internal Medicine, Iowa City, IA
Iowa Association of Pathology, Des Moines, IA
- 1991 NIH Second Bethesda Conference, Washington, DC
Iowa Cytology Course, Iowa City, IA
ASCP Fine Needle Aspiration Course, San Francisco, CA
Mayo Clinic, Pathology Lecture, Rochester, MN
Eleventh Annual UCSF Fine Needle Aspiration Course, Aspen, CO
University of Washington Pathology Lecture, Seattle, WA
Laboratory of Pathology Lecture, Seattle, WA
Iowa Cytology Tutorials, Iowa City, IA
Association of Pathology Chairmen, Monterrey, CA
University of Iowa Postgraduate OB Gyn Conference, Iowa City, IA
University of Iowa Postgraduate Surgery Conference, Iowa City, IA
- 1992 ASCP Fine Needle Aspiration Course, Hollywood Beach, FL
Pacific Northwest Society of Pathologists, Seaside, OR
25th Annual Head and Neck Cancer Course, Iowa City, IA
Minnesota Society of Cytology, Rochester, MN
Iowa Cytology Course, Iowa City, IA
12th Annual UCSF Fine Needle Aspiration Course, Mauna Lani, HI
Resident Teaching Conference, Berkshire Medical Center, Pittsfield, MA
Pathology Grand Rounds, Berkshire Medical Center, Pittsfield, MA
Guest Pathology Lecturer, Southern Medical Association
86th Annual Scientific Assembly, San Antonio, TX
Discussion Leader, Southern Medical Association
86th Annual Scientific Assembly, San Antonio, TX

- 1993 University of Oregon Research Lecture, Portland, OR
Oregon Pathologist Association, Guest Lecture, Portland, OR
U.S. Canadian Academy of Pathology Short Course, New Orleans, LA
Third Annual Iowa Cytology Course, Iowa City, IA
ASCP Cytology Course, San Antonio, TX
California Society of Pathologists Guest Lecture, San Francisco, CA
Association of Pathology Chairmen, Sunriver, OR
- 1994 Visiting Professor, Creighton University, Omaha, NE
Guest Lecturer, Nebraska State Pathology Association, Omaha, NE
Short Course Lecturer, United States - Canadian Academy of Pathology, San Francisco, CA
American Society of Clinical Pathologists, Fine Needle Course, Williamsburg, VA
Fourth Annual Iowa Cytology Course, Director, Iowa City, IA
27th Annual Iowa Head and Neck Cancer and Reconstructive Surgery Course, Iowa City, IA
Visiting Professor, University of Connecticut Update in Cytopathology, Waterbury, CT
Visiting Professor, St. Francis Hospital, Hartford, CT
- 1995 Fifth Annual Iowa Cytology Course, Iowa City, IA
28th Annual Iowa Head and Neck Cancer and Reconstructive Surgery Course, Iowa City, IA
American Society of Cytology, New York, NY
Fourth Annual Iowa Anatomic Pathology Course, Director, Iowa City, IA
University Hospitals Consortium, Chicago, IL
- 1996 Long Course of the United States and Canadian Academy of Pathology Meeting,
Washington, DC
Sixth Annual Iowa Cytology Course, Iowa City, IA
Cancer Update '96, Mason City, IA
North Central College Health Association, Iowa City, IA
- 1997 Belgium Society of Clinical Cytology, Ghent, Belgium
Wisconsin Society of Cytology, Milwaukee, WI
South Jersey Pathologists Association, Moorestown, NJ
CAP/CLMA Conference, Chicago, IL
- 1998 Reengineering and Consolidating Pathology Services and Education in a Multi-Site Teaching
Institution, Association of American Medical Colleges Group on Resident Affairs
Professional Development Meeting, Charleston, SC
Pennsylvania Society of Clinical Laboratory Science
Pennsylvania State Society of American Medical Technologists
Pennsylvania Association of Blood Bankers
Cook County Hospital, Chicago, IL
- 1999 Physician Discontent and Managed Care, Temple University Fox School of Business and
Management, Philadelphia, PA
How to Manage Physicians, Temple University Fox School of Business and Management,
Philadelphia, PA
Physician Roles in Health Care, Institute for Diversity in Health Management, Temple
University Fox School of Business and Management, Philadelphia, PA
The Chrysalis Conference on Physician Discontent and Career Management, Philadelphia, PA

- The Health Policy Forum, Thomas Jefferson University, Philadelphia, PA
 Technology and Medicine, Greater Philadelphia Area Chamber of Commerce PACE Forum, Philadelphia, PA
 International Conference on Advances in Experimental Immunology in Honor of Richard G. Lynch, Iowa City, IA
 The Effect of Managed Care, the Information Revolution and Global Economy on the Job of Being a Physician in Pennsylvania: Physician Discontent and Career Development, Pennsylvania Medical Society, Pittsburgh, PA
 Lessons from the Bankruptcy, National Managed Health Care Congress, Los Angeles, CA
 Physician Discontent: Is Managed Care the Only Reason? National Managed Health Care Congress, Los Angeles, CA
 Moderator on Discussion of Unions and Physicians. National Managed Health Care Congress, Los Angeles, CA
 How the Information Revolution Will Affect Clinical Endocrinology, American Association of Clinical Endocrinologists, Columbus, OH
 How the Internet and Human Genome Project Will Transform Medicine, VA Medical Center Ground Rounds, Coatesville, PA
 Leadership During a Time of Constant Change. Midcoastal IPA, Holmdel, NJ
- 2000 Physician Anger: Are HMOs to Blame? American Association of Health Plans CEO Retreat, Del Mar, CA
 Physician Discontent, American Association of Health Plans, Washington, DC
 Physician Career Development Workshop, Michigan Medical Society, Detroit, MI
 Physicians, the Internet, Technology, and Change. Ohio Kaiser Permanente Medical Staff Meeting Keynote Speaker, Cleveland, OH
 Patients, Physicians, and Unions: A Debate, National Managed Health Care Congress, Atlanta, GA
 The role of the physician in the new millennium. Maryland Medical Society. Ocean City, MD
 Leading During Chaotic Times: Theory and Practice for Health Care Leaders. ASCP - CAP Joint Conference, Boston, MA
 Massachusetts General Hospital Laboratory Medicine Teaching Conference, Boston, MA
- 2001 Associate Course Director and Lecturer: Genomics 101: What the Practicing Physician Needs to Know About the New Genetics. Cambridge Healthtech Institute, Alexandria, Virginia and Chicago, IL
 Session Chair and Lecturer: Genomic Sample Preparation. Cambridge Healthtech Institute, Boston, MA
 Surgery Grand Rounds Speaker, Medical Center of Central Georgia, How Genetics Will Transform Medicine, Macon, GA
 2001 Executive War College, Cincinnati, OH, Collaborative Genomics Research
 Honored Guest Speaker, Breathnet, University Club, New York, NY, The Future of Genomics and Medicine
 2001 Symposium Contemporary Issues in Health Care Ethics Keynote Address, Baptist Health System of San Antonio, TX
 Hospital Council of Western Pennsylvania, The Genomic Revolution: The Impact on Practicing Physicians, Warrendale, PA

- The Future of the Doctor/Patient Relationship. Manic Depressive and Depressive Association of McLean Hospital, Belmont, MA
- 30th Annual Meeting of Tennessee Association of Blood Banks, Gene Therapy, Knoxville, TN
- Center for Advanced Diagnostics Genomic Seminar, Orlando, FL
- The Evolving Doctor Patient Relationship Keynote Address for Nebraska Medical Association Annual Session, Lincoln, NE
- Invesco Limited Partners Annual Meeting, The Future of Pharmacogenomics, Rancho Mirage Ritz Carlton, CA
- The Harley Ross Hinton Lecture Series, Southside Regional Medical Center, Petersburg, VA
- Keynote Address, First Annual Colorectal Cancer Survivors Conference, Chantilly, VA
- Medical Grand Rounds, Genomics 101: What the Real Doctor Needs to Know. HealthONE, Denver, CO
- The Genomic Revolution. The Gingrich Group, Washington, DC
- What Physicians Can Do to Survive the Chaotic Health Care Environment. 2001 MedChi Convention: Strategy for Physician Survival, Clarion Resort Fontainebleau Hotel, Ocean City, MD
- The Ideal Physician for the New Millennium, The Governance Institute, The Grand Hyatt Hotel, San Francisco, CA
- Physician Roundtable Luncheon Discussion Leader, The Governance Institute, The Grand Hyatt Hotel, San Francisco, CA
- Keynote Luncheon Speech, Third Annual International Oncology Network Meeting, Las Vegas, NV
- Opening Keynote Speech, Idaho Hospital Association Annual Meeting, Sun Valley, ID
- We Are All in This Together: Resources for Coordinating a Local Hospital Response to Biological & Chemical Terrorist Acts; The Healthcare Roundtable for CEOs, Chicago, IL
- How Genomics Will Change Medicine; The Healthcare Roundtable for Chief Medical Officers, Chicago, IL
- We Are All in This Together: Resources for Coordinating a Local Hospital Response to Biological & Chemical Terrorist Acts; The Healthcare Roundtable for COOs, Scottsdale, AZ
- How Genomics Will Transform Medical Research Methods. Association of Clinical Research Professionals Meeting, Charlotte, NC
- Genomics and the Development of New Oncology Drugs, Florida Association of Clinical Oncologists, Ft. Lauderdale, FL
- Bioterrorism and Hospital Planning, Hospital Council of Western Pennsylvania CEO Meeting, Pittsburgh, PA
- 2002 Happiness: Work, Religion & the Common Good, Cabrini College, Radnor, PA
- WebCast: Resources for Physician Executives to Respond to Terrorism, American College of Physician Executives
- How Genomics Will Transform Asthma Diagnosis and Treatment, Columbus Consulting Group, New York, NY
- Leadership Strategies for Times of Chaotic Change, Louisiana State Medical Society Leadership Development Conference, Baton Rouge, LA
- How the Information Revolution Is Transforming Medicine, Louisiana State Medical Society Leadership Development Conference, Baton Rouge, LA

Tutorial (Half Day): Genomics: Past, Present, and Future, Genome Tri-Conference, Santa Clara Convention Center, Santa Clara, CA

Medical Grand Rounds: The Genomics of Aging, Advocate Christ Medical Center, Oak Lawn, IL

We Are All in This Together: Strategies for Dealing With Bioterrorism, The Healthcare Roundtable for CFOs, Scottsdale, AZ

The Evolving Doctor Patient Relationship in the 21st Century: Empowered Patients and Challenged Providers, The Healthcare Roundtable for Chief Medical Officers

Visioning Our Future: Creating the Hospital & Health Campus for the Future, Banner Health System, Sheraton Crescent Hotel, Phoenix, AZ

What Every Patient Needs to Know About the Genetics Revolution, Spring Luncheon Meeting of the Saint Vincent Foundation Board of Corporators, Erie, PA

Doctor's Day Keynote Address: The Ideal Physician for the 21st Century. Saint Vincent's Medical Center, Erie, PA

The Ideal Physician for the 21st Century, Lucas County Academy of Medicine, Toledo, OH

Medical Staff/Board/CEO Retreat, Forrest General Hospital, Hattiesburg, MS

Medical Innovations, Planning, and Complexity Theory, The Strategic Planning Healthcare Roundtable, Scottsdale, AZ

New Mexico Academy of Family Practice, Ruidoso, NM

The Future of Medicine, The Hospital Counsel Healthcare Round Table, Napa, CA

Genomic & Proteomic Revolution: Personalized Medicine & Miracle Cures or Personalized Grief & Ethical Nightmare? Bainbridge Library Speakers Forum, Bainbridge Island, WA

Expert Panel on Lipid Lowering Drugs, Columbus Consulting Group, Chicago, IL

Disruptive Technology and the Future of Medicine, Metropolitan Hospital Grand Rounds, Grand Rapids, MI

Genomics and the Future of Pediatrics, Pediatric Grand Rounds, Spectrum Health, Grand Rapids, MI

Ethical Issues and the Future of Medicine, Sparrow Hospital Grand Rounds, Lansing, MI

Nanotechnology and the Future of Medicine, Delaware County Hospital, PA

Genomics as a Disruptive Technology in Medical Practice, Integrail Retreat, Sagamore Resort, Lake George, NY

Disruptive Technologies and the Future of Medicine, Human Resources Healthcare Roundtable, Chicago, IL

Bioterrorism and Chaos Theory: How do we lead in times of uncertainty? ACHE Philadelphia Chapter, Wilkes-Barre, PA

How Genomics Changes Everything for Patient and Provider, Autumn Health Forums, Grand Valley State University, Grand Rapids, MI

NABP/AACP District IV, 69th Annual Meeting, Pharmacogenomics: Ethical Considerations. Amway Grand Plaza Hotel, Grand Rapids, MI

Community-based Research, VHA Conference, Spectrum Health, Grand Rapids, MI

Alfred J. Kuhlmann, Sr. Memorial Lecture: "The Future of Medicine in the New Millennium: What's in Store for Physicians and Healthcare Organizations?" Orleans Parish Medical Society, New Orleans, LA

Enhanced Technologies & the Future of Medicine: How Can We Plan When We Are All So Confused? Orleans Parish Medical Society, New Orleans, LA

The Future of Medicine: Challenges for Providers in the 21st Century, Pennsylvania Public Health Association, Pittsburgh, PA

- 2003 Disruptive Technologies and the Future of Medicine, Our Lady of the Lake Hospital Medical Staff Meeting, New Orleans, LA
 How Genomics Transforms Medicine, Grand Rapids Economics Club, Grand Rapids, MI
 The Evolving Doctor/Patient Relationship in 21st Century, 25th Annual Medical Conference, Tortola, British Virgin Islands
 The Ideal Physician for the 21st Century, 25th Annual Medical Conference, Tortola, British Virgin Islands
 Challenges for Hospitals and Physicians in the 21st Century, Shore Health of Maryland Strategic Planning Retreat, Cambridge, MD
 The Quality Issue from the Empowered Patient Point of View, Shore Health of Maryland Strategic Planning Retreat, Cambridge, MD
 The Ideal Physician for the 21st Century, Mary Free Bed Medical Staff Conference, Grand Rapids, MI
 Back to Basics: Quality in the Hospital and Laboratory. Blodgett Hospital, Grand Rapids, MI
 Back to Basics: Quality in the Hospital and Laboratory, Butterworth Hospital, Grand Rapids, MI
 Feedback for the Rest of Your Life, Commencement Speaker, Grand Valley State University, Allendale, MI
 New Medicine & New Technology: The Future is Near, The Healthcare Roundtable for Facilities and Support Services, Fort Lauderdale, FL
 The Evolving Doctor/Patient Relationship, Butterworth Medicine Grand Rounds, Grand Rapids, MI
 Nature vs. Nurture: Does the Human Genome Project Change the Debate? Hope College, Holland, MI
 The Future of Medicine, Michigan Association of Physician Assistants, Keynote Speaker, Grand Rapids, MI
 Doctors, Systems, Errors, and Patients: West Michigan Gets Serious About Healthcare Quality, The Kent County Medical Society, Grand Rapids, MI
 Career Development for Physicians: Doctoring During Difficult Times, Michigan State Medical Society Foundation, Dearborn, MI
 Annual Boy Frame Endowed Lecture, Annual Scientific Meeting of the Michigan Chapter of the American College of Physicians, Grand Traverse Resort and Spa, Acme, MI
 Keynote Address: What the American Public Wants from Hospitals in the 21st Century: Empowered Patients and the Changing Doctor/Patient Relationship, 2003 Annual Meeting The Hospital Council of Western Pennsylvania, Cranberry Township, PA
 The Grand Valley State University Centennial Lecture: 100 Years of Medical Science: From Snake Oil to the Gene for Love, Allendale, MI
- 2004 Bridging the Hospital Physician Chasm, The Healthcare Roundtable for Chief Executive Officers, Phoenix, AZ.
 Community Participant, The Institute of Medicine Crossing the Chasm Invitational Summit, Washington, DC
 Crucial Role of Mothers in America's Society, Parenting Appreciation Reception, Grand Rapids, MI
 Leading Physicians During Crisis, University of Michigan School of Public Health HMP 681 Enhancing Physician Performance Class Guest Lecture, Ann Arbor, MI
 The Future of Healthcare, Leadership Grand Rapids, Grand Rapids Area Chamber of Commerce, Grand Rapids, MI

- Responder, Biomedical Ethics: Science, Philosophy, and Ethics Special Symposium in Honor of P. Douglas Kindschi, Grand Valley State University, Grand Rapids, MI.
- A Community's Response to the IOM's Challenge for Quality Health Care, Michigan Health & Safety Coalition Third Annual Patient Safety Conference Improving Patient Safety Through Innovation and Action, Ford Motor Company Conference & Event Center, Dearborn, MI.
- Crossing the Quality Chasm: Update from the IOM Heart Failure Project, American Heart Association, Washington, DC.
- Bridging the Hospital Physician Chasm, The Healthcare Roundtable for Chief Operating Officers, Charleston, SC.
- The Delta Strategy State of the Community Breakfast Forum, Grand Rapids, MI.
- The End of the Scientific Reductionist View of Reality, Hope College, Holland, MI.
- Annual Boy Frame Endowed Lecture, Annual Scientific Meeting of the Michigan Chapter of the American College of Physicians, Grand Traverse Resort and Spa, Acme, MI.
- Is There Life After Doctoring? Strategies for a Happy and Fulfilling Retirement. Michigan State Medical Society Retirement Symposium, Plymouth, MI.
- How to Activate a Community to Improve Health, West Michigan Association of Occupational Health Nurses, Grand Rapids, MI.
- A Strategic Vision of the Future of Health Professions, The Healthcare Roundtable for Executives in Patient Care Services, The Broadmoor, Colorado Springs, CO.
- Small Area Variation in American Healthcare, Responder and Moderator of Presentation by David Wennberg, MD, MPH, Van Andel Institute, Grand Rapids, MI.
- Activating the Community, Responder and Moderator of Presentation by Shoshanna Sofaer, DPH, Autumn Health Forums, Grand Valley State University, Grand Rapids Campus, Grand Rapids, MI.
- The Future of Medicine, Michigan State Medical Society Annual Scientific Meeting, Troy, MI.
- Community Health Improvement: A Call to Action, Autumn Health Forums, Grand Valley State University, Grand Rapids Campus, Grand Rapids, MI.
- Keynote: Change: What To Do When There are No Answers and No Experts, Gerontology Network Retreat, Grand Rapids, MI.
- 2005 The Ideal Health Care Provider for the 21st Century, Greater Cincinnati Health Council Solutions 2005 Sessions. Covington, KY.
- The Changing Medical Practice: Genomics and Technology, Greater Cincinnati Health Council Solutions 2005 Sessions. Covington, KY.
- Excellence in Governance Fellowship Program: What the Hospital Board Member Needs to Know About Quality, Michigan Health and Hospital Association, Grand Rapids, MI.
- Strategies for Coping in Uncertain Times. Ohio Provider Resource Association Spring Conference, Columbus, OH.
- How Can Healthcare Leaders Plan When We Are All So Confused? Ohio Provider Resource Association Spring Conference, Columbus, OH.
- A Community Approach to Systems Improvement in Health: The Grand Rapids Experience. The Governance Institute Leadership Conference for Trustees, Physicians, Executives, and Nurse Executives, La Jolla, CA.
- The Increasing Gap Between the General Public, Hospitals, and Doctors. The Governance Institute Leadership Conference for Trustees, Physicians, Executives, and Nurse Executives, La Jolla, CA.

The Ideal Healthcare Provider for the 21st Century. Sutter Health Preparing Today for
Healthcare Delivery Tomorrow. Lafayette, CA.
The Development of a Maryland, District of Columbia, Virginia Community Health
Coalition, Facilitator of Retreat for Delmarva Foundation, Columbia, MD.